

Site Integration Plan, April 2016 – Uganda

A. Introduction:

Importance of Agriculture in Uganda.

Agriculture accounts for 23.7% of Uganda's Gross Domestic Product (GDP) and 47 % of its export earnings (UBOS 2010), with coffee and fish being its first two exports. Much of the industrial activity in the country is agro based. With an average growth rate of 1.8 % over the last decade, the sector's performance has been disappointing, far below the overall growth of the economy and the 6 % target agreed under the Comprehensive Africa Agriculture Development Programme (CAADP). Productivity is low and value addition to agricultural produce extremely limited. Most farmers practice subsistence farming rather than commercial agriculture as a business, with low level of intensification, of specialization and professionalization that result in low productivity. Women provide 80-90% of labour, in subsistence production and over 70% of labour in cash crop production; however, they experience unequal access and control over important productive resources like land. The socio-economic potential of an increased empowerment of women in agriculture (via improved access to technology, inputs and skill development) will support the sector to capitalize on and integrate a systematic approach to planning and monitoring in a gender-sensitive manner, ensuring that policy statements are adequately operationalized. Rural areas have very poor road conditions and no access to electricity; as a result costs of inputs are high and farm prices are low. This combined with the cost of agricultural finance and the risks related to agricultural production (droughts, floods, pests, output price fluctuations) acts as strong disincentive for smallholder farmers to invest in agriculture, intensify their production, and enter into the formal economies.

Uganda faces the remarkable challenge of providing food, jobs and income to a population that could reach 90 million around 2050. The vast majority of Ugandans depend on agriculture for their employment (65%, Uganda Bureau of Statistics (UBOS) 2010), their food security and income. Agriculture exploitations are small and unproductive. Smallholder producers account for 96% of all farms in Uganda (22% of the farms have less than 1 hectare; 58% are between 1 and 5 ha, UBOS Uganda National Household Survey - UNHS - Agricultural Module, 2006). Despite a significant decline, poverty remains high particularly in rural areas (27%) (UBOS 2010) compared to urban areas (9.1%). The national average hides profound disparities between regions, with Northern Uganda at 46% poverty rate, and regions like Karamoja at 75.8%.

Investing more in agriculture to achieve higher sector growth rates is the most effective way of reducing poverty: growth originating in the agricultural sector is two to four times more effective than growth originating in non-agricultural sectors³. With a favourable climate, fertile soils and abundant water resources, Uganda has the potential to eradicate food insecurity, to become an agricultural net exporter and to make a substantial contribution to food security in the Horn of Africa. The potential, so far largely untapped, is expected to be better utilised in the next period, due to the new market perspectives opened up by the independence of South Sudan⁴ and by the integration process in the East African Community. Most of future growth in agriculture will have to come from productivity gains and increased value addition.

CGIAR presence in the country.

The CG Centres currently working in Uganda include CIP (sweet potato & round potatoes), ICRAF (trees in farms), Bioversity (banana and biodiversity), ILRI (livestock), IFPRI (policies, institutions and markets), IWMI (fish), CIAT (beans), and IITA (bananas, cassava, legumes-soybeans, cowpeas) and the CRPs covered include: RTB, PIM, FTA, Gene Banks, Livestock and Fish (L&F), A4NH, [WLE](#), CCAFS and Humidtropics.

CGIAR SRF, link to SDGs and how site integration fits into.

All the above centres and the CRPs in collaboration with the national partners, are focusing on the CGIAR Strategic Results Framework (SRF) 2016 – 2030 to contribute to the reduction of rural poverty, improving food security, improving nutrition and health, and sustainably managing natural resources, all linked to gender, capacity strengthening, and partnership-stakeholder engagement. At the national level CG centers, their associated CRPs and the national partners ranging from the NARIs, Universities, Private sector, NGOs, Extension, Policy and Decision makers and other actors along the diverse value chains will be engaged. The integration of CGIAR SRF, the SDGs and national development priorities to deliver improvement in the livelihoods in the lives of the poor remains a key target of the Site Integration plan for Uganda.

Rationale of the CG-Site Integration.

In preparation for a second phase of CGIAR Research Programs (CRPs), the Consortium of CGIAR centres is proposing to redesign the CRPs into integrated research agendas so as to more effectively contribute to the objectives and targets set by a Strategy and Results Framework(SRF). The proposal is increase integration within and between the CRPs on one hand and to strengthen the ability to work with a wide range of partners and stakeholders in achieving key sustainable development goals on the other. This will be realized through improving intra-CGIAR coordination and collaboration in a select set of countries and regions via a process termed 'site integration'.

The Uganda site integration plan is the result of the discussions within the Site Integration Steering Committee and between the committee and its NARs partners in a series of consultation processes. It depicts the processes and procedures through which the the CRPs and the national priorities will be integrated to contribute to improved agriculture-based livelihoods and SDGs. These plans, which will continually be revisited will provide a baseline of what CRPs and Centres with the framework with which to realize the strategic objectives.

B. Objectives and Goals for Site Integration

1. To alignment with national (and regional) strategic plans (priorities and actions) for agriculture and national development
 - i) With the national partners:
 - a. To map all the R4D activities of all agricultural sector actors in Uganda (by June 2017)
 - b. To obtain for circulation amongst site integration partners an updated list by sector the national agricultural sector development plans (by May 2017)

- c. To constitute a national/CG site integration steering committee with agreed terms of references and time lines for the achievement of the

ii) **With CG-internally:**

- a. to share CG country plans and strategies with the respective ministries and departments and obtains feed (by May 2017)
- b. To institute and conduct quarterly meetings by the Steering Committee to monitor and evaluate the process and program for Site Integration in Uganda (2016/2017)
- c. To provide regular update to the government and partners on the progress of CGIAR and CRPS activities in the country including capacity strengthening (human and infrastructural) and resource resources invested.

2. Establishing a sustained mechanism for coordination among CGIAR parties functioning within Uganda

- a. To establish regular email communications / skype calls with the core team (quarterly)
- b. To organize seminars and one-day workshops every six months to share results and develop mechanisms for plan for the national stakeholders meeting
- c. To prepare the implementation strategy, share responsibilities and discuss annual work plans with associated budgets (July 2016)
- d. Explore possibility of organizing a CG- NARS national awareness workshop and obtain feedback and comments on priority activities identified. The awareness workshop could strategically target the policy & decision makers, private sector and other key players for resource mobilization (by July 2017)

3. Exploring opportunities for collaborative research agendas in a coordinated manner, linking CGIAR parties with national R & D systems

- a. To take inventory of all on-going collaborative activities between centers and CRPs (by October 2016)
- b. To develop joint proposals between CG /CRP teams in collaboration with the national partners
- c. To work closely with the local partners in exploring the possibility of accessing R4D funds from the donors (by October 2017)

4. Enhanced efficiencies of operation of CGIAR entities within country

IITA –Uganda office, already is hosting IFPRI; CIAT, ICRAF and Bioversity are host at NARO-Uganda institutes; while Bioversity is hosting ILRI and WLE. CIP, Bioversity and IITA are in a walking distance from each other. IITA/IFPRI have been hosting monthly seminars attended by the CG/CRPs and national partners. Beyond such hosting relations there are opportunities for exploring enhanced efficiencies through administrative and operational collaboration. However this is beyond the current task group and may need to be addressed through the HQs of the various partner centres.

C. What will have changed due to successful site integration plan implementation by 2023?

i) **Alignment with Uganda's National Development Plan.**

The overall goal is to ensure alignment with the national agricultural priorities by both CG centres and CRPs in the framework of the **Uganda's National Development Plan**. The outcome of this will be a sector by sector alignment and joint implementation and execution of a national agricultural development strategy with a common theory of change in transforming agriculture leading to reduced hunger, poverty and malnutrition and making Tanzania an exporter of food.

ii) **A sustained mechanism for coordination among CGIAR parties functioning within Uganda.**

Site integration Steering Committee composed of the participating CRPs/CG programs and the key NARs partners will keep an oversight over the implementation of the Site Integration Plan. This coupled with the integration of CG research and development facilities and the harmonization of technical and support staff will strengthen R & D outputs in Uganda. The engagement of the private sector in the ME for agreed research and development agenda, linked to capacity building for partners teams will significantly contribute to food and income security and enhance environment quality. Information and technology disseminated to the NARs will strengthen NARS capacity and ownership of CG/CRP research in Uganda

iii) **Exploring opportunities for collaborative research agendas in a coordinated manner, linking CGIAR parties with national systems.** The outcome of this will be joint development and execution of agricultural projects/ programs leading to reduced duplication of effort, enhanced synergies and making the maximum use of resources in transforming agriculture in Uganda.

D. Strategic Interventions for realizing the outcomes

Interventions to achieve the outcomes under each of the 10-point plan are summarized in Annex 2. Key among these will include:

- **Alignment with national strategic plan and priorities**, linked to participation in the national meetings to identify the national priorities, focus value chains and value addition within the Uganda National Development Plan and CGIAR investments in sector departments. Aligned CG/CRP R & D agenda will lead to the development of proposals and projects to implement activities aimed at responding to the country's needs while strengthening national agricultural research capacity in line with the priorities of Uganda will enhance technology adoption and application and improve agricultural markets and policies to facilitate a rapid and inclusive agricultural transformation
- **Coordination among CGIAR players** will allow the setting up indicators for tracking the integration and collaboration; tracking information and technology flow responses of government agencies on our collaborative efforts. Roles linked to priorities of each partner in meeting the different national goals.

- **Building and strengthening R & D frameworks for collaboration**

Collaboration will be built on cross-centre teams and sites and will exploit synergies between the partner organizations. Joint sourcing of resources will enhance integration and lead to rapid achievement of objectives.

- **Enhanced efficiencies of operation of CGIAR Centers**

Bioversity will establish and host a liaison office and allocate staff on a part time basis with CRPs co-funding the costs to enhance intra-CG communication on one hand and collaboration with GoU institutions.

E. Key responsibilities among partners:

Based on the physical presence of CG centers and active CRPs in the country, below are the suggested responsibilities of different centers and CRPs:

- a. IFPRI/PIM CRP will coordinate the 'streamlining of policy engagement' in the country in consultation with CGIAR centers active in policy research and dialogues in Uganda.
- b. ICRAF/FTA will coordinate forestry and agroforestry resources management in collaboration with WLE, CCAFS and international NGOs (e.g. IUCN)
- c. ILRI will coordinate the activities of Livestock and Fish in close consultation with World Fish.
- d. CIP/RTB CRP will coordinate the streamlining of all roots and tubers and bananas activities in consultation with Bioversity, CIAT and IITA
- e. IPRI/A4NH CRP will coordinate all activities targeting the nutrition outcomes in close consultation with all the centers active in nutrition R4D in Uganda
- f. CIAT will coordinate all activities on legumes and small grains in close consultation and CCAPS with all CG centers active in Uganda.
- g. IWMI/WLE will coordinate all activities on water/land ecology in close consultation with the respective private sector and NARS partners.
- h. Bioversity/Gene Banks coordinate all crop genetic resources and Bioversity plays focal and convening roles

F. Organizing and Steering planning and implementation

Currently, the working group that organized the national consultation workshop in March 2016 will continue until the CRP2 proposals are approved to enable us know the status of which CRP will continue to be active in Uganda. Further planning and implementation will then be prepared to reflect the expected levels of engagement by each CRP or a CG-centre

CG-internal coordination set-up. The country collaboration/site integration efforts in Uganda will be coordinated through a joint Steering Committee made of the existing CRPs, Centres, and key National partners including, government sector ministries, universities, private sector and civil society organizations, with Bioversity (and later CIP) convening the steering committee meeting and reporting to management. Communication with the wider group below, will be through emails and we will strive to organize at least one annual CGIAR-CRPs collaboration meeting. Since there are no allocated funds for such, we ensure to tap into the existing collaborative projects that would organize meetings and bring several centers and CRPs together at once.

Wider consultation set-up. The format will be like that of the national stakeholders' consultation meeting which was held in March 2016. Annex 3, in a nut shell describes the categories of stakeholders who participated and will continue to participate in the national consultative meetings on CGIAR site integration for Uganda. These wider consultative meetings will be held annually and resources will be contributed by the all CRPs and CG centers active in the country.

G. Budgets

CGIAR/CRP partners will continue to fund activities in 2016, through contributions but this will unfortunately not limit what can be done but also produce unpredictable results. You can mention constraints. An estimate budget of US \$77,000 would cover coordination costs for 3 quarterly meetings, one annual consultation/review/planning meeting and communication costs (no logistics or no staff costs). CRPS plans in connection with their Full Proposals for 2017 onwards have not been released /published; when they are available they will provide a clearer picture about the resources required.

H. Conclusions

The successful implementation of Uganda site integration plan largely depends upon a factors which are described below.

- A common CGIAR vision, mission and objectives at the national level is a pre-requisite for intra CG alignment. Cross-cutting activities such as gender and other systems work should be internally coordinated and information collected and shared to cut costs. Although many CRPs and W3 projects are already sharing facilities and sites (with NARS), there is room for improvement. Some arrangements should be reached with partner NARS so that similar tools are used to collect data and data sharing made possible. Sharing CRP and center program plans for Uganda, to identify opportunities for alignment, co-location and sequencing linked to acceleration of data sharing both within CG and with national partner - customizing Open Access to Uganda.
- Greater collaboration among Centres to pool efforts for capacity development, communication, etc to improve on the CRPs visibility and scaling out of research. Website/page hosted by one institution, a common research news publications, annual reports and, an annually convened event (at the very least) could all be achieved at relatively little annual budget that may not exceed 300-400K per year. Like was done for Gender, CO could prioritize site integration and appropriate resources mobilized to address it. This will not require just coordination meetings but will need, at national level, a monitoring and evaluation team to guide the implementation processes and track outcomes and impacts and provide useful information via an effective communication strategy.
- Current IFPRI-coordinated seminars currently used for developing joint policy briefs and policy engagements, utilizing channels of policy development that are grounded in partnership-building with national institutions (not just government) and other key stakeholders (e.g. regional organizations working in-country) could be strengthened to strengthen CGIAR capacity to engage and advocate for policy streamlining and change

Annex 1. Mapping of CRPs in Uganda

CRP	Lead Centre	Contact scientist	Participating Centres	Local/National partners	Activity sites in Uganda
RTB	CIP	Eldad Karamura	Bioversity, CIAT, CIP, IITA	NARO-Uganda	Nation-wide
PIM	IFPRI	Uganda: Nassul Kabunga Washington: Frank Place	All centers participate in PIM, but those with Uganda work are: IFPRI, ICRAF, IITA, CIFOR, CIMMYT	Office of the Prime Minister (OPM), Minister of Agriculture, Animal Industry and Fisheries (MAAIF), National Agricultural Research Organization (NARO), Ministry of Lands, Housing and Urban Development (MLHUD).	Nation-wide
FTA	ICRAF	Clement Okia	CIFOR, CIAT, Bioversity,	IUCN, WWF, NARO	Mt. Elgon sub-region
Gene Banks	Bioversity	Clement Okia	Bioversity, CIFOR, IITA, AfricaRice, CIAT, CIP, CIMMYT, ILRI ICARDA, ICRAF, ICRISAT, IRRI,	NARO	Central, Northern and Eastern
Livestock and Fish (L&F)	ILRI	Ben Lukuyu	World Fish, CIAT, ICARDA	Local Governments of Masaka, Mukono, Kamuli, Lira and Hoima; VEDCO, MAAIF, NALIRRI, Veterinarians without borders (U.S.), Makerere University (COVAB, CAES, CNS); BRAC; Pig Production and Marketing Uganda; Wambizzi Cooperative	Masaka, Mukono, Kamuli, Lira, Hoima, Kampala
A4NH	IFPRI	Amanda Wyatt (Washington) Sylvia Magezi (Kampala)	Bioversity, CIAT, IITA, ILRI, IFPRI, CIP	NARO, MUK, MAAIF, World Vision, CEDO, VEDCO, Africa 2000network	Nation-wide (activities in biofortification (IFPRI/CIAT), food safety (ILRI and IITA), and Supporting Policies, Programs and Enabling Action through Research (SPEAR) (IFPRI).
WLE	IWMI	David Rider Smith	IFPRI, IITA, Bioversity	NBCBN; The Kilimo Trust	
CCAFS	CIAT (global), but in UG a lot is led by IITA in strong	Laurence Jassogne (IITA)		CCAFS	CIAT (global), but in UG a lot is led by IITA in strong partnership with CIAT.

	partnership with CIAT.				
Humidtropics	IITA	Piet VanAsten	ICRAF, Bioversity, ILRI	Makerere, NARO, UCU, World Vision, Local Government, A2N	Mukono-Wakiso, Kiboga-Kyamkwanzu, SW Uganda, East Uganda, West-Nile
Grain legumes	ICRISAT	Steve Beebe	CIAT, ICRISAT, IITA, ICARDA	NARO	Nation wide

Annex 2. Site integration – Summary of the Steering Committee discussion on the 10 point and implementation proposals

Site integration requirements	Target(s) for site integration- Uganda
1. Establishing a sustained mechanism for collaboration amongst CGIAR entities	<p>Site Integration Steering Committee involving all CGIAR entities operating in the country established and managing site integration activities through appropriate assigned roles, frequency of meetings and confirmed decision-making process.</p> <p>A steering committee made up of the 8 CG centres (and CRPs) has been established and has met four times in February/March, 2016 to discuss the mechanisms for collaboration among themselves. The Steering Committee welcomed the proposition. A couple of TOR were agreed that: i). at least two people from each centre should attend the steering committee which should be 'light' or informal and not bureaucratic; ii). the SC could meet quarterly to track and support key strategic work, encouraging synergies by developing funding mechanisms that stimulate collaboration; iii). produce an overarching 'visioning' document that places the CG centres in Uganda in the policy context and communicates externally what the CG does and why; iv). seek at least one or two multi-centre activities over a three-year time horizon for which bilateral funding can be sought and which focuses on synthesis, communication and outreach to wider sets of stakeholders in-country; v). explore possibility of joint MoU with GoU which brings together all the CGIAR centers in Uganda and having a representation of key NARS players on the SC.</p>

<p>2. Carrying out ongoing dialogue and engagement with partners and stakeholders to understand and align with the national priorities and actions and to establish and maintain partnerships</p>	<ul style="list-style-type: none"> • GCARD3 National Consultation to be carried out in Q1 of 2016 Was done. • Plan for regular dialogue and engagement with key partners and stakeholders to maintain relationships Initial dialogue was done in a Stakeholder Consultative meeting (March 9, 2016) in which 35 organizations participated. • Alignment of partnership strategies amongst CGIAR entities in Uganda Initial discussions started with the NARS presenting their national R & D priorities while the CG presented theirs in Uganda. In the ensuing discussions, it emerged that the NARS need to consult widely in their constituency while the CG need to develop their vision, mission, and other strategic objectives for Uganda in order to have meaningful discussions. Both the NARS and CG entities agreed that this is going to be a continuous process of engagement. It is also perceived as multi-layered with different partners along the value chains in the food agri-business; must include policy and environment advocacy partnerships
<p>3. Collectively meeting the goals and targets of the SRF related to the particular country <i>--Identification of key goals and targets of the SRF and the way in which these will be worked towards by collective CGIAR presence</i> -- Identification of clear country outcomes</p>	<ul style="list-style-type: none"> • A set of common sub-DOs with indicators, targets and metrics Clear CG vision, mission and strategic objectives for the country site (Uganda) subtended by a strong M-E. Both the SRF as well as the SDGs would be consulted
<p>4. Aligning research activities (also consider combined systems work ; gender and inclusive growth)</p>	<p>Alignment of research plans amongst CGIAR entities and mechanism to maintain alignment A common CGIAR vision, mission and objectives at the target country level is a pre-requisite for intra CG alignment. Cross-cutting activities such as gender and other systems work should be internally coordinated and information collected and shared to cut costs. Although many CRPs and W3 projects are already sharing facilities and sites (with NARS), there is room for improvement. Some arrangements should be reached with partner NARS so that similar tools are used to collect data and data sharing made possible. Sharing CRP and center program plans for Uganda, to identify opportunities for alignment, co-location and</p>

	sequencing linked to acceleration of data sharing both between CG and with national partner - customizing Open Access to Uganda. Current research seminars, policy dialogues and other CGIAR wide engagement need to be strengthened to produce knowledge/policy briefs. Communicating outcomes of these engagements need to make their way to projects/programs (bilateral and CRP) and even to SRF when updated.
5. Producing joint research outputs and public goods including knowledge, technologies, tools, methods, evidence, processes and platforms.	<p>A key number of research outputs and processes jointly produced.</p> <p>There are many examples of successful inter centre/CRP collaboration such as HarvestPlus, CIALCA, Banana Xanthomonas Wilt, Humidtrpics, etc from which lessons can be drawn to build truly CRP programs. Joint publications will require agreements on authorship and copy right issues. The engagement could be extended to our NARS partners.</p>
6. Making use of a common set of research sites	<p>A credible set of good examples of shared research sites is documented and available</p> <p>This is already happening informally but can be formalized. The definition of 'site' will need to be agreed; is it based on the political boundaries or on agroecologies (hence cutting across borders)? A number of Centres are already sharing research sites under Humid Tropics and RTB-banana; ICRAF has common sites with ILRI on dairy in central and eastern Uganda; and with CIFOR and CAIT under sentinel landscapes. It makes a lot of sense to converge both at field research and policy engagement levels in order to strengthen interdisciplinary/sectoral approaches on the one hand and policy engagement on the other</p>
7. Sharing CGIAR facilities, infrastructure and equipment	<ul style="list-style-type: none"> • Implementation of a shared service model to provide a suite of shared services to achieve efficiency and effectiveness by 2019 <p>Already happening at NARO-Uganda stations- pathology labs, biotechnology labs; gene banks, etc. Centre management teams will need to revisit this and to work out frameworks for investing resources</p> <ul style="list-style-type: none"> • Reduction to a single CGIAR office by 2022 <p>Some Centers do share offices currently, e.g. IFPRI/IITA, Bioversity/ILRI/IWMI and on this small scale, it does seem to work. Some Centers e.g. ICRAF and CIAT are hosted by NARO as per their</p>

	country agreements and strategic reasons. However, to argue for a "single CGIAR office" with the current set-up it means someone has to be a landlord, lease space to other entities, and correspondingly take on a much greater amount of risk. Does the request to establish a single office come with monetary incentive and/or ways to minimize this risk?
8. Making effective and efficient use of CGIAR staff	<ul style="list-style-type: none"> • Examples of shared staffing arrangements by 2019; X% research staff and y% non-research staff are shared between CGIAR entities <p>The SC will need guidance from Centre Managers (DGs) who manage staff time. However it can be done and efficiencies and cost savings realized, e.g. common procurement system, Human Resource, vehicle pool and financial transactions, perhaps similar to ILRI in Ethiopia. Will the System/CRPs be willing to support such an arrangement to help mitigate the risks? Useful to identify examples where this has worked and to build on those experiences.</p>
9. Achieving greater delivery and scaling of CGIAR research (consider key instruments of communication, capacity development, etc)	<p>A few examples of collective efforts towards delivery and scaling</p> <p>Greater collaboration among Centres to pool efforts for capacity development, communication, etc to improve on the CRPs visibility and scaling out of research. Website/page hosted by one institution, a common research news publications, annual reports and, an annually convened event (at the very least) could all be achieved at relatively little annual budget that may not exceed 300-400K per year.</p>
10. Streamlining policy engagement	Seminars used for developing joint policy briefs and policy engagements, utilizing channels of policy engagement that are grounded in partnership-building with national institutions (not just government) and other key stakeholders (e.g. regional organizations working in-country) to strengthen CGIAR capacity to engage and advocate for policy streamlining and change.

Annex 3. Participants at the Stakeholder Consultation workshop, March 2016

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